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*Office Memorandum* • UNITED STATES GOVERNMENT~~CONFIDENTIAL~~

DATE: 20 April 1960

TO : Chief, Plans and Policy Staff

25X1A ATTN : [REDACTED]  
FROM : Chief, Assessment and Evaluation Staff

SUBJECT: Mid-Career Officers Course

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Class. CHANGED TO: TS S (C)

DDA Memo, 4 Apr 77

Auth: DDA REG. 77/1763

Date: 01/02/78 By: 008

1. You have asked me to give my informal comments on what I believed should be included in a Mid-Career Officers Course for DD/P operational personnel. Since I am not familiar with the broad needs of operations officers in this sense, I will have to give you my ideas on the type of training I would welcome myself at this point in my career--hoping that this will be relevant.

2. For the most part, I do not believe that operational training such as one receives in OC, with the heavy emphasis on tradecraft, should be dwelled upon at mid-career. I think we have to assume that many of the officers have had overseas assignments which have given them an opportunity to practice these operational approaches. I would foresee the needs of the mid-careerists as being those of acquiring greater knowledge and sophistication in certain substantive areas, and improving his perceptivity and sensitivity in handling people in managerial and operational assessment situations. The specific areas I would outline are these:

a. Briefings on political and economic developments in the major areas in specific countries. The type of review that is presently being conducted at the National War College is what I have in mind. For example, two hours on economic developments in Western Germany or political trends in the different African countries. I have attended a few of the National War College lectures and have found them fascinating. Some provision should probably be made for more intensive area studies for the individuals who have definite future assignments. Consultant guest lecturers who are authorities in their field are essential to make a program of this type meaningful, and to prevent it from becoming too ingrown, although the use of DDI specialists in addition would certainly appear appropriate.

b. International Communism. Developments in the Communist Party in the Soviet Union and satellite countries, and in other areas of the world should be given a high priority.

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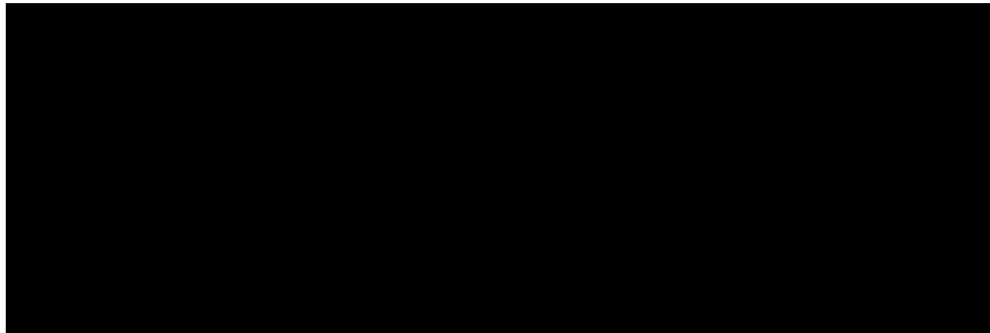
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d. CI operations. Although a good deal of this is probably covered in the two paragraphs immediately above, there may be additional CE information which would be of interest of which I am not aware. The extent of Agency CI and CE coverage of opposition services would be of great interest.

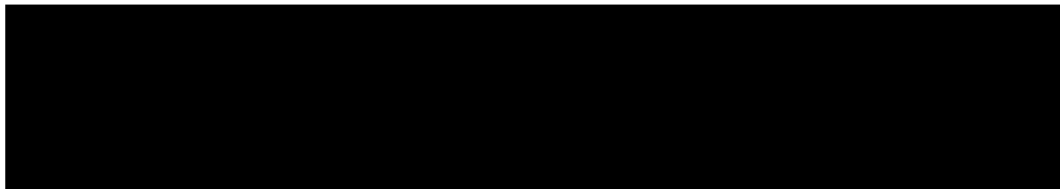
e. Trends in operational programs. This should cover Agency-wide trends and specific trends within each area division.

f. Management training. A brief two or three-day coverage of what is being taught in the Management course.

g. Overseas effectiveness. A two or three-day coverage, preferably taught by one or two of the IAS outside consultants.  might be appropriate.

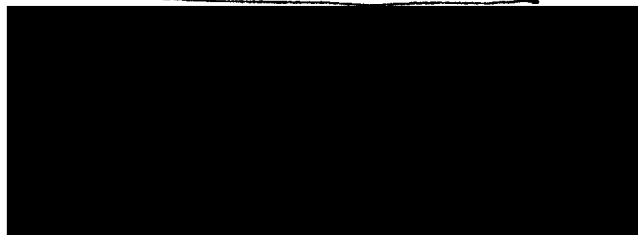
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3. I have no idea of the over-all time required to teach such a course. However, regardless of the time, if enough outside talent is mixed with Agency talent I believe you would find many mid-careerists very much interested in a program of this type. //

// This is correct.  
WMM



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